



August 2008

Case Study Presented at the The Academy of Management Annual Meeting August 12, 2008

Ruth L. Orenstein Ph. D
University of Pennsylvania, rutho@sas.upenn.edu

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Orenstein, Ruth L. Ph. D, "Case Study Presented at the The Academy of Management Annual Meeting August 12, 2008" (2008). *Is Executive Coaching an Academic Discipline? (2008)*. 5.
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Case Study Presented at the The Academy of Management Annual Meeting August 12, 2008

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The State University of New Jersey

The Graduate School of Applied and
Professional Psychology

CASE STUDY

Presented at the
The Academy of Management Annual Meeting
August 12, 2008

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Background

- Doctoral program in professional school of psychology within research University
 - Three doctoral programs: Clinical, School, Organizational
 - Course requirements for licensing and for each program
 - Creation of Organizational Psychology Consulting Group
 - Demand from clients and students
 - Interested and qualified visiting faculty member
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Capstone course in the Organizational Psychology program

EXECUTIVE COACHING:

ORGANIZATIONAL INTERVENTIONS AT THE INDIVIDUAL LEVEL

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Course Components

- Theory
 - Practice
 - Research
 - Supervision
 - Evaluation
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Theory

- Organizational Theory
 - Role Theory (Levinson, 1959; Katz & Kahn, 1978)
 - Group Theory (Bion, 1961)
 - Intergroup Theory (Alderfer, 1986)
 - Systems Theory (Rice, 1963)

 - Personality Theory
 - Psychodynamic Theories (Interpersonal, Object Relations)
 - Cognitive-Behavioral Theories (Kanfer, 1988, 1991; Persons, 1989)
 - Adult Developmental Theory (Levinson, 1978)

 - Coaching Theory
 - Multidimensional Executive Coaching (Orenstein, 2007)
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Practice

- Methods
 - Interviewing/Observation (Whyte, 1984)
 - Organizational diagnosis (Whyte, 1962; Levinson, 1972; Alderfer, 1980)
 - Use-of-self (Alderfer, 1985; Orenstein, 2001)
 - Ethics
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Research

- Peer reviewed articles
 - Action research
 - Outcome evaluation
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Supervision (30-35 Hours)

- Group
 - Individual
 - Peer
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Evaluation

- Case study
 - Case study analysis
 - Organic instrument design and analysis
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Course prerequisites (GSAPP-wide):

- Foundations of Intervention (3): Psychodynamic, Cognitive-Behavioral, Organizational
 - Adult Psychopathology
 - Statistics/Research Methods
 - Judgment and Decision-making
 - Professional Development
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Course Prerequisites (Program):

- Work and Careers
 - Group Psychology of Organizations
 - Interviewing and Observation
 - Experiential Group Dynamics
 - Organizational Diagnosis (2)
 - Group Supervision (4-6)
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Course Prerequisites (Additional):

- Personality Theory
 - Psychodynamic Interview
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STUDENT COMMENTS

- *"This course has helped me to think about everything that I have learned and how I can use it when coaching executives."*
 - *"This course more than any other has challenged me to face my own issues and how those can interact with clients and their issues."*
 - *"I feel much more confident in my ability to be an executive coach and have a much broader understanding of this process."*
 - *"I am looking forward to many more clients and applying this framework to an educational context."*
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